

PROFESSIONAL PROFILE

Experienced energy professional with a broad background in renewable energy including all phases of the development and construction of wind and solar projects. In depth knowledge of project construction including design, permitting, estimating, agreements, procurement, and project management. Significant experience with power purchase agreements, interconnect agreements, energy trading, partner agreements, acquisitions, deal structuring and project finance.

Demonstrated ability to set strategic plans, manage budgets and meet operational targets. Effective leader with the ability to hire and lead teams to achieve targeted goals while managing change and the competing priorities of safety, cost and schedule. Bottom-line profit and loss responsibility.

Existing, broad relationships within Avangrid and Iberdrola of key influencers and decision makers.

PROFESSIONAL EXPERIENCE

Avangrid Renewables, PORTLAND, OREGON

2005 - Present

Director, Engineering and Capital Estimating

2015 - Present

Directing team of engineering and estimating professionals providing engineering support for design, procurement and capital budgeting of all US wind, solar and storage projects. Commercial lead from E & C for all turbine supply agreements, engineering design agreements, PPA reviews, and Dossier reviews. Supporting all civil and electrical construction contracts. Responsible for creating design standards and specifications. Annual capital/construction budget of over \$2B.

- Leading Engineering Team responsible for EPC packages including scope of work, specifications, design requirements and contractor evaluation, contractor design reviews through to IFC, managing construction design issues (RFI's), project commissioning and closeout.
 - Supported the successful design and startup of four 2017 wind projects and one 2018 solar project.
 - Managed procurement (created specs, evaluated bids and managed deliveries) of more than 20 procurement items for each of the four 2017 projects.
 - Created the EPC procurement package (civil and electrical) for all 2019 COD projects in 4 months, leading to the successful engagement of four EPC contractors.
 - Creating the EPC package for six 2019/20 COD projects (wind, solar and storage) including lessons learned from 2018 process.
- Leading Estimating Team responsible for project cost estimates (wind, solar, storage and repower) for all AR US projects. Provide budgets, reviews project and construction risks, develop preliminary construction schedules, identify optimization/cost savings opportunities while tracking permitting, land, IA, and PPA's for CapEx impacts.
 - Provided CapEx analysis and project design input to Dossiers for all approved greenfield and repower projects (wind, solar and storage).
 - Provided timely cost estimates for all RFP and bidding, averaging less than one-week response time.
 - Supporting CapEx analysis for turbine procurement for five 2020 COD projects, including new technology review.
- E&C lead for turbine supply agreements including:
 - Four 2019 COD and five 2016/2017 COD projects.
 - Two 2018, two 2017 and three 2016 safe harbor equipment supply agreements.
 - Two safe harbor repower agreements including EPC scope of supply.
 - Framework TSA's for SGRE, GE and Vestas.
- E&C lead for negotiating multiple repower supply and installation agreements.
- Supporting the development and due diligence of multiple potential tax financing and acquisition projects.

Director, Capital Project Estimating

2010 - 2014

Responsible for capital budgets for wind, solar and biomass in the US. Provide input to support strategic and business planning, investment and procurement decisions.

Regional Director, Midwest Region, Technical Services

2005 - 2010

Responsible for engineering support (engineering design, cost analysis, and permitting) of more than 1,500MW of Midwest development projects. Managed engineering support to all aspects of the wind development process including land, meteorology, permitting and design, as well as construction and operational issues for multiple turbine types (Gamesa, MHI, Suzlon, GE and Vestas). Provided engineering support for new biomass initiative.

- Completed/operational projects include: Maple Ridge Phase IA and II, Cayuga Ridge, Casselman, Moraine II, Penascal I & II, Buffalo Ridge I and II, Elm Creek I and II, Farmers City, and New Harvest. Provided significant development support to Hoosac, Tule, Hardscrabble, Blue Creek, Baffin and others.

Project Manager – Construction (Farmers City and Mapleridge Phase IA and II)

Managed all items for project construction including civil and electrical design, permitting, equipment procurement, contracting, contract management and accounting during the construction and start-up. Met or exceeded all schedule and cost targets.

Da Vinci Merchants, HOUSTON, TEXAS

2004 - 2005

Start-up company focusing on the development of greenfield and brownfield pipeline and oil and natural gas exploration and production (E&P) assets along the Gulf Coast.

Vice President, Marketing

Responsible for implementing business strategy, financial analysis and partnering relationships.

- Negotiated strategic partnership arrangement with two new technology firms that provided significant cost reductions and increased success rate of new prospect drilling.

TECHNICOLOR (THOMSON MULTIMEDIA), Paris, France

2002 – 2003

Electronics company with more than \$10B in revenues and 64,000 employees. Technicolor distributes its products and services under the Thomson, RCA, Technicolor and Grass Valley brand names.

Global Commodity Manager – Energy, Houston, TX

2003

Director, Energy Procurement – Americas, Houston, TX

2002

Sourced electricity, natural gas and other fuels, water and industrial gases at all Thomson facilities in the Americas, Europe and Asia. Structured contracts and managed risk for more than \$130M in annual purchases. Led energy efficiency analysis and upgrade projects at multiple manufacturing facilities. Managed contract structuring and risk management. Developed world-wide energy purchase strategy and budgets.

- Purchased natural gas for all North American facilities for 2003–2004 saving more than \$2M compared to the procurement process previously in place. Reduced price volatility by implementing a forward hedging strategy.
- Reconfigured previously cancelled cogen/efficiency project saving \$2M per year with a 3-year payback.
- Led RFP and contracting process for electricity and natural gas consuming facilities in the UK, France, Italy and Poland saving more than \$5 million annually.
- Identified, arranged and negotiated energy efficiency upgrade at film production facility, reducing energy and water costs by \$1M per year.
- Negotiated compressed air outsourcing agreement, reducing operating costs by more than \$450,000 per year.

BP, Houston, TX

2000 – 2002

Oil super-major with \$129 B in revenues and 110,000 employees.

Director, Business Development, North America, BP GLOBAL POWER, Houston, TX

Responsible for project development in North America covering more than 2,500MW of IPP projects. Responsibilities included power sales, fuel supply, transmission, project management, structuring and risk management. Developed regional strategic plans and budgets. Lead team of professionals supporting development projects.

- Analyzed gas and power markets versus trading strategy to reconfigure and optimize previously cancelled opportunities at BP owned chemical, refinery and NGL facilities, resulting in re-approval of more than 1,000MW of projects for further development.
- Led acquisition team for 500MW IPP and 325MW expansion opportunity located adjacent to a BP refinery, resulting in revised tolling agreement which enhanced investment returns (IRR) by more than 5%.

- Led development of 85MW cogeneration project in California. Results: completed financial approvals, design, and construction agreements (including major equipment purchases), and permit preparation in less than six months.

PAUL J. SKURDAHL

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ENGAGE ENERGY, Houston, TX

1998 - 1999

Top-10 energy marketer owned jointly by The Coastal Corporation and Westcoast Energy with more than \$6B in revenues. North American operations covering electricity, natural gas and coal.

Director, Structured Power

Led team responsible for the origination of electric and gas contracts, trading and marketing joint ventures, acquisitions, merchant plant contracts (tolling agreements, fuel supply and electric sales), reverse tolling and the conception and execution of new business and products. Responsible for negotiations, financial analysis, credit and risk analysis, hedging, and integration into daily trading operations (front and back office). Responsible for competitor analysis and industry trend reporting to Senior Management.

- Negotiated and closed trading joint venture with 800MW electric coop in Wisconsin (Dairyland) that produced first year profit of \$1.2M (double pro-forma projections) with no additional capital commitment (VAR = \$0).
- Negotiated long-term full requirements service agreement with retail aggregator, resulting in doubling of cash flow and profit from major customer.
- Led due-diligence team in for the acquisition of a major trading company's operations.
- Negotiated cross commodity trade (gas for electricity) resulting in profit of \$2M.
- Negotiated world-wide energy outsourcing/guaranteed savings agreement with major international glass supplier for 23 world-wide locations.
- Led negotiations for more than 1,000MW of tolling agreements while developing company's base tolling agreement and tolling insurance product.

POWERLINK CORPORATION, Portland, OR

1989 - 1997

Independent power producer with projects in U.S., Canada, Indonesia, The Philippines and Central America. Projects ranged from 60MW to 660MW. Fueled by natural gas, biomass, coal and fuel oil. Board member from 1996 to 1998.

Vice President, Business Development

1994 - 1997

Director, P.T. Puncakjaya Power (Indonesian Affiliate)

1995- 1997

Developed electric power projects up to \$500M. Managed the conception and implementation of projects, structuring and finance, partnering, cash flow and tax analysis, engineering scope and design, risk assessment, financing and due diligence. Contracted for power sales, fuel supply, EPC, O&M, permitting, etc. Managed PowerLink's 30% interest in P.T. Puncakjaya Power, a 380MW utility system in Indonesia with annual operating budget of \$38M.

- Led acquisition and financing of private Indonesian electric utility system whose operating earnings exceeded pro-forma projections by 5-10% per year.
- Expanded existing Indonesian project, which more than doubled assets (\$215M to \$530M), operating revenues (\$50 M to \$120M) and book income (\$10M to \$25M).
- Reduced capital and operating costs through design optimization of \$200M power project resulting in 20% reduction in customer price.

Director of Finance

1989 - 1993

Accountable for all financial forecasting, risk analysis and due diligence for new investments. Created five-year business plan, analyzed power sales contracts, operating budgets and acquisitions for financial effects. Results included formulating a unique interest rate hedge, reducing construction interest costs by over \$2 million and over \$500,000 per year thereafter, and recommended engineering design modification which increased net cash flow by more than 2%, and net present value by 12%.

PORTLAND GENERAL ELECTRIC COMPANY, Portland, OR

1981 - 1989

Various positions in Engineering, Operations and Corporate Planning. Responsibilities included managing industrial customer contracts and Least Cost Planning, energy efficiency programs and implementation strategies.

EDUCATION

Bachelor of Science in Electrical Engineering, Oregon State University, Corvallis, Oregon.

M.B.A. Executive Program, University of Oregon, Beaverton, Oregon. Completed 1st year of two-year program prior to relocation to Houston in 1998.